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Forty-seventh session
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JOINT INSPECTION UNIT

PERSONNEL QUESTIONS

Grade overlap

Note by the Secretary-General

The Secretary-General has the honour to transmit to the General Assembly the report of the Joint Inspection Unit entitled "Grade overlap" (JIU/REP/91/5 and Corr.1).

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* A/47/50.

ANNEX

JIU/REP/91//5

Geneva, June 1991

GRADE OVERLAP

Prepared by

Raúl Quijano

JOINT INSPECTION UNIT

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EXECUTIVE SUMMARY

For more than a decade there has been an overlap in the salaries between senior general service and junior professional staff categories in the United Nations system. Although this degree of overlap has been accepted by the agencies, the continuous expansion of the overlap to lower levels of the general service category has caused serious concern in some agencies.

The cause of the overlap lies primarily in the different methodologies used to set and adjust the levels of remuneration. Professional salaries are founded on the Noblemaire principle which compares the salaries of international civil servants with the most highly paid civil service of a Member State. Salaries for the general service staff are determined on the basis of the best prevailing rates of the local area. The application of these various methodologies as approved by the United Nations General Assembly, therefore, has led to anomalies in the compensation packages. Salaries of the general service staff continue rightly to follow local conditions of service, which is a key to the competitiveness of the United Nations. On the other hand, salaries of professional and higher categories of staff have not been increased at a level established by the various studies undertaken by the International Civil Service Commission (ICSC). Had this been done it would have prevented the present problem of the overlap with the general service salary scale.

The report in Chapter II attempts to explain the origin of the two-category structure in the United Nations system. The United Nations classification system which was introduced in 1946 and revised in 1947 did not recognize the distinction between international and non-international (local) categories of staff and recommended a one category structure. An independent Committee of Experts on Salary Allowances and Leave System, which conducted a review of the salary and allowance system of the organizations of the United Nations system in 1949, recommended the two grade structure on the basis of cost reduction.

In Chapter III the report describes the extent of the problem and how this affects Human Resource Management in the United Nations. Apart from the influence of the different methodologies, other factors such as the freeze on professional salaries, inflation and the exchange rates vis-à-vis the US dollar have had an important influence in widening the area of overlap.

The Inspector, in Chapter IV, concludes that even though at present the situation has become a serious concern for some Headquarters duty stations, in particular Rome and Geneva, it has the potential to provide dangerous distortion in the United Nations salary system. He welcomes the General Assembly's request to ICSC (Resolution 45/241 (XIV) of 21 December 1990) to prepare a study on the problem.

I. GENESIS OF THE STUDY

1 . For a number of years the Food and Agriculture Organization of the United Nations (FAO) has experienced a situation where the overlap between the salaries of professional staff and those of general service staff has been widening. There has been a gradual deterioration of professional salaries relative to the salaries of the general service staff. For example, in 1970, the salary of a junior professional at the P-1 level in Rome equaled that of a middle-level general service staff member in the same city. Today, that professional's salary is no higher than that of a staff member at the lower end of the general service grade structure (see chart 1). FAO considers the extent of overlap in salaries between the two categories of staff untenable, and believes that it could have negative effects on staff recruitment, career development, performance appraisal and promotion. Accordingly, FAO requested the Joint Inspection Unit (JIU) to review the reasons for 'grade overlap' in terms of emoluments, and to assess its potential impact.

2 . Whilst the idea for the study came out of Rome, derived from the FAO experience, the possibility that other duty stations might be similarly affected gave rise to genuine concern since it was feared that such situations might engender the seeds of discontent among a category of disaffected staff. This concern influenced the Unit's decision to undertake the study.

3 . Research has unearthed no record of a separate study devoted to the subject either by the JIU or by any organization or subsidiary body of the System. However, during the preparation of the study, the Inspector was informed that the International Civil Service Commission (ICSC) intended to deal with the issue of grade overlap, in relation to pensions, when it prepares, during the course of 1991, a study on the pensions of international civil servants. Indeed, the General Assembly, recalling that the work

programme of the JIU included the present study on grade overlap, requested the ICSC to "consider the relativities between the terms and conditions of service of staff in the Professional and higher categories and those in other categories, as well as the broader question of the recruitment and retention of staff." (GA/RES/45/241(XIV)).

4 . In a very real sense, therefore, the study sails uncharted waters. The Inspector owes a debt of gratitude, which he acknowledges herein, to officials of the organizations selected for study and officials of staff representative bodies who have helped illumine the way.

II. THE ORIGIN OF THE TWO-CATEGORY STRUCTURE IN THE UNITED NATIONS SYSTEM

5 . An ICSC document (ICSC/R.9 of 1975) in discussing what sort of categories and grades the System needs had this to say: "On the occasion of previous reviews .... consideration was given in depth to the question of how the staffing and pay structure might best be envisaged in the interest of effective recruitment, equitable pay arrangements and administrative economy .... each time, the final decision has been to have only broad categories, namely, the Professional and the General Service." A bit of background might be enlightening.

6 . The United Nations position classification system which was introduced in 1946 and revised in 1947 did not recognize the distinction between international and non-international (local) categories of staff and recommended a one-category structure. However, certain difficulties in administering it, cost being among them, caused the General Assembly to decide during its third session that a comprehensive review of the salary and allowance system should be undertaken by the Secretary-General. The Secretary-General accordingly appointed, in 1949, an independent Committee of Experts on Salary, Allowances and Leave System to make a comprehensive review of the salary and allowance system of the organizations of the United Nations system.

7 . The Committee of Experts brought to the attention of the Secretary-General that the multiplicity of grades existing at that time appeared to make administration of the classification and salary plan unnecessarily costly and time-consuming. They recommended therefore: "(a) An improved re-grouping of posts into not more than four categories, (b) a substantial reduction in the number of grades or levels." Further in para. 21 of their recommendation they stated: "An improved re-grouping of posts will, in the view of the Committee, produce the most useful results only if the number of levels in each category is also reduced."

8 . A plan for the classification of staff in the United Nations Secretariat was therefore expressed in the following manner: Directors and Principal Officer; Substantive Service; Special Service and General Service. The latter included all clerical and secretarial posts; messengers, telephone operators and guards; and took in as well machine operation and routine administrative duties (A/C.5/331). Until the above recommendation was made by the Committee in 1949, the United Nations Secretariat had a one category structure ranging from 3 to 18 levels.

9 . In 1951 the Secretary-General presented a document showing the categories and levels of the staff along the lines of the recommendation of the Committee of Experts. The symbols used for the new categories and levels which more or less coincide with the present system were as follows:

Principal and Director Category

Principal Officer	D-1
Director	D-2
Principal Director	P-D

Professional Category

Assistant Officer	P-1
Associate Officer	P-2
Second Officer	P-3
First Officer	P-4
Senior Officer	P-5

General Service Category

Entrance level	G-1
Junior level	G-2
Intermediate level	G-3
Senior level	G-4
Principal level	G-5

10 . The basis for the professional salary structure and policy of the United Nations as identified by the independent Committee of Experts is:

> "The wide range of remuneration for comparable work prevailing in the government service of the Members of the United Nations and the need, therefore, to ensure that conditions of employment for internationally recruited staff compare favourably with those of the most highly paid home and foreign services". (Budget Estimates for the Financial Year 1950. Report of Committee of Experts on Salary, Allowances and Leave System (A/C/5/331, October 1949, para. 3 (b)).

11 . The Committee endorsed the principle (and practice) of recruiting local staff both at Headquarters and at stations other than Headquarters at the "best prevailing local rates" (ICSC/R.11/PART II B, page 45, para. 469).

12 . The two-category structure for professional and for general service staff has different remuneration methodologies for determining salaries. The general principle adopted by all United Nations system organizations is that "Salaries paid to international staff should have a universal character and should therefore not be subject to local conditions. Those who are recruited internationally must also be expected to serve anywhere in the world. These factors give to their position a character of universality which should be reflected in the nature of the salary". (Budget Estimates for the Financial Year 1956, Salary Differentials, Cost of Living Adjustment and Dependency Allowances: Report of the Secretary-General, A/C.5/632, para. 10).

13 . The description of professional and general service functions have been described by the International Civil Service Commission (ICSC) as follows in its Report to the 35th Session of the General Assembly (A/35/30). This pattern is followed by all agencies.

> "Professional work is analytical, evaluative, conceptual, interpretive and/or creative and this requires the application of the basic principles of an organized body of theoretical knowledge, such as a field of science, learning a specialized discipline. It is intricate and involves a level of difficulty and complexity requiring the identification and

consideration not only of the interrelationships between its constituent elements, which are of a varied and diverse nature, but also the broader context and perspective within which it is performed including its impact on, and interrelationship with the larger objectives and programmes of the organization. It requires judgement in analyzing and evaluating problems and in decision-making involving discretionary choices between alternative courses of action.

"Professional work requires the understanding of an organized body of theoretical knowledge which is of a level equivalent to that represented by a university degree."

On the other hand,

"General service work is procedural, operational, or technical in nature and supports the execution of the programmes of the organization. It ranges from simple routine or repetitive duties based on following detailed instructions to varied and complex assignments requiring identification and consideration of alternative courses of action based on extensive and in-depth practical knowledge of a specific subject area. The assignments are generally performed on a continuing basis. The knowledge of the subject field and higher level skills are generally developed through long experience and familiarity with applicable procedures, regulations and precedents on projects of the organization in a narrow technical field or in an administrative support activity." (ACC/1987/PER/R.20).

14 . The description of some professional and general service tasks often includes elements that can be attributed to the other category. However, the organizations believe that there is no confusion between the two categories of staff as far as responsibilities and day-to-day tasks are concerned. At the same time they recognize that post descriptions for professional and general service tasks include some overlap and most of the organizations have no problem with the present degree of overlap provided that this will not continue to expand.

III. THE EXTENT OF OVERLAP BETWEEN SALARIES OF PROFESSIONAL AND GENERAL SERVICE STAFF MEMBERS AND HOW THIS AFFECTS HUMAN RESOURCE MANAGEMENT

15 . Article 101 of the Charter of the United Nations states inter alia that "the paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity."

16 . To comply with the standards established by the Charter as regards the employment of staff members, salaries paid by the organizations of the United Nations system must be competitive in order to recruit staff of high calibre and qualifications. While salaries offered by the United Nations organizations are not the only attraction to joining the System, they have an important bearing on the kind and quality of individuals attracted to work for the organizations.

17 . The salaries of professional staff are founded on the Noblemaire principle which compares the salaries of international civil servants at the professional level with the most highly paid civil service of a Member State. Salaries for general service staff, on the other hand, are determined on the basis of the best prevailing rates of the local area; they are reviewed regularly.

18 . The professional salary system including allowances, benefits and other conditions of service has been reviewed several times since the Preparatory Commission of the United Nations reported on the matter in 1945. As stated in the ICSC report for the year 1989 (A/44/30), the last review considered by the General Assembly was the twelfth in a series of major studies on this issue. The continuous review of the salary system has permitted the introduction of necessary adjustments. Nevertheless, there has been, in some quarters, a widening of the overlap between professional and general service salaries.

19 . The Annex to this report provides graphic evidence of the extent of over-lapping, over time, between the salaries of professional and general service staff at duty stations in Geneva, Paris, New York and Rome.

20 . In the case of Rome, Annex I graph A reveals that in March 1970 the salary of a staff member at the professional entry level (P1, step I) was equivalent to a General Service staff member at level 5. Job functions at

these two levels, while not comparable, were accepted as being sufficiently so, and gave no cause for alarm. Ten years later, the general service comparator had sunk to less than G4 level, and seven years after to G3. By June 1989 the salary of the P1 professional staff member, continuing its comparative downward spiral, had been debased to the G2 level.

21 . Graph C which illustrates the situation in Geneva speaks to the problem almost as eloquently. However, the Paris and New York graphs (B and D), clearly depict a reverse trend until 1985, i.e. a reduction of the area of overlap. Annex II shows, in Bar-Chart form, areas of overlap between general service and professional salary scales in FAO, Rome, where two-thirds of general service staff overlap with the lower professional grade and almost the entire general service category overlaps the lower four professional categories. Annex III of the Bar-Chart shows that the overlap in the United Nations Office in Geneva, after the last general service salary survey that resulted in the recommendation of an increase of 9.89 per cent, begins with GS-2 step VI overlapping with P-1 step I and GS-7 step XI overlapping with P-4 step I. Annex IV shows, at UNESCO, Paris, GS-4 step V overlapping with P-1 step I and GS-6 last step overlapping with P-2 step XI. However, the overlap is not as severe as it is in FAO, Rome or the United Nations Office in Geneva. Annex V shows the overlap in different duty stations which discloses the tremendous variation in several cities.

22 . A comment needs to be made at this point concerning the basis of salary comparisons. Professional salaries do not include, in these comparisons, allowances provided such as home leave, education grant, and housing subsidy. Their inclusion would reduce the extent of overlap.

23 . In looking at the picture in these four Headquarters duty stations, one must understand that the incidence of overlap does not exist in the majority of duty stations around the world (see Annex V) where, indeed, there is a substantial gap between local and professional pay scales. The problem therefore is confined to Headquarters duty stations and a serious concern about the magnitude of the problem has been expressed by a number of organizations located in Geneva, Rome and Vienna. In Vienna, GS-8 step XI overlaps with P-3 step IV.

A. Extent and reasons for grade Overlap

24 . The salary review in 1956 indicated that in the early years of the United Nations there was no salary overlap between the senior general service staff and the junior professionals in New York and in the other Headquarters duty stations. However, over a period of time, around the 1970s, because of the two different methodologies used for calculating salaries, overlap started to occur. During the first half of the 1980s the gap continued to increase but at an acceptable level. By mid 1980 however, the gap began to widen extensively creating a concern for some agencies. Apart from the influence of the different methodologies emphasized, other factors have had an important influence in widening the area of overlap.

25 . Salaries for the professional staff have not been increased in real terms for the last fifteen years. This problem has been compounded by the fact that the New York post adjustment index which is the base for all the duty stations should have been lower than what it was then. They were accordingly "scaled back" by the corresponding amount of post adjustment which was due but not granted. Each duty station was affected differently. Depending on the interplay of two factors in post adjustment - inflation and the exchange rates vis-à-vis the US dollar, the post adjustment varied in each country in different ways: for example in high inflation countries such as Brazil and Argentina, the amount which was held back was recuperated; but in countries like Switzerland where the inflation rate is very low, adjustments were made only for exchange rate fluctuation and the scale-back lasted longer.

26 . The overlap of salaries between senior general service staff, and junior professional staff P-1/P-2, in Headquarters units, is a situation by-and-large accepted by many organizations. The salary overlap is justified by the organizations on the basis that senior general service staff have acquired over a long period of time a practical experience about the organizations. Staff members at the P-1 and P-2 levels, on the other hand are just starting their careers with the Organization and are not expected to possess such general knowledge. In some organizations the salary overlap is not between G-7 and P-1 and P-2, but between GS-7 and P-5 and P-4, which is the cause for concern.

27 . Some professionals may have stagnated at the same level while the senior general service staff may have spent a minimum of 20 to 25 years in the Organization to attain GS7 and in most cases are over 50 years of age. The career prospects for such general service staff is almost nil, while a junior professional, fresh from college or university with no experience, recruited in grades, P1, 2 and 3 can expect a promotion in a relatively short (two to four years) period of time.

28 . Some agencies also showed concern that a wide salary overlap, which goes beyond the report range of senior general service staff, has a negative effect on professional staff in cases where they are paid equally or less than the general service staff who as a rule carry relatively less responsibilities. To attract a junior professional, it may not be sufficient to offer salaries that are higher than those of the general service staff, but that such salaries are competitive with those in other sectors of the economy offering the same kind of position. For some professional job seakers expatriate benefits such as home leave, rental subsidies and educational grant might not be the determining factor.

B. Functional overlap

29 . The analyses of the job descriptions provided by different organizations indicate that senior general service staff who have been in the organization for several years and accumulated the necessary experience in occupational groups such as Administration, Budget, Finance and Personnel, perform supervisory duties that junior professionals are required to do. This functional overlap justifies the salary overlap between the top of GS-7 and junior P-1/P-2 (see Annex VI). However, it does not provide a justification for the overlap with senior professionals such as P-5 or the situation of P.3's supervising senior general service staff who earn more than they do.

30 . Professional staff move from one duty station to another, while general service staff are likely to stay in one duty station to ensure some measure of continuity. Some functional overlap between junior professionals and senior general service staff may be justified to fill the gap created by such movements.

31 . Functional overlap exists not because of official policy but rather as a matter of expediency. Some posts which by their nature are professional, are set up and maintained in the general service category for different reasons: (i) professional staff are more expensive than general service staff because of the expatriate benefits, such as educational allowance, home leave, etc. (ii) there are also posts now in the professional category which could be senior general service posts. They have been reclassified either to provide promotion prospects to the incumbents or for hierarchical reasons (a supervisor of several top general service staff).

32 . The Inspector was provided with concrete examples which indicate functional overlap between professional and general staff positions: (a) In the United Nations Office in Geneva, professional positions were abolished because of the financial crisis with the result that the remaining staff, in particular some at the senior general service level, are assuming more responsibilities at the professional level. (b) Because of lack of professional posts, chiefs of service are using capable senior general service staff for functions that normally would be discharged by professional staff. (c) In the ILO when professional level duties have been delegated to general service staff, the incumbent of the affected position is entitled to a new review of his/her job under the organization's continuous review machinery.

33 . Based on the above findings, the existing overlaps between junior professionals and senior general service staff and the need to consider appropriate measures to be taken, require comparison of the different functions of the two categories of staff.

C. Impact of overlap

34 . The evolution of grade overlap, at the present time seems to have created some personnel management problems in the areas of recruitment, promotions and career development. The argument put forward is that potential professional recruits in the United Nations system can be reluctant to accept the logic that they will receive less than those who they may be expected to direct. In the area of promotion and career development some staff members of the senior general service level expressed a reluctance to compete for

promotion to the professional category since they will not get a significant salary increase. Thus the Organization cannot draw full benefit from these individuals.

35 . The evolution of grade overlap is also creating morale problems for serving staff. In some organizations requests have been received from some officials for downgrading the level of their job or to be assigned a lower level of responsibilities.

36 . Another concern expressed by agencies related to grade overlap is the effect it has on pension when a staff member is transferred to the professional category, particularly in Geneva. As at June 1990, for example, the pensionable remuneration of a G7/XI (SF. 131,040) at the United Nations operational exchange rate of 1.41 (US$ 92,971.63) corresponds roughly to the pensionable remuneration of a P5/VIII. However, the take home check corresponds roughly to P3/IX-X. As mentioned in para. 3, the ICSC will study the situation in the course of 1991. In preparing the study, it would be useful to co-ordinate pension benefits and salary overlap as the pension of each staff member should bear a relationship with his/her take home pay.

IV. CONCLUDING REMARKS

37 . The different principles and methodologies used to determine the salaries of the general service and professional categories of staff in the United Nations system are causing a growing overlap between the remuneration of staff at the lower professional levels and a broad range of general service staff. The situation in the particular case of FAO is such that the salary scales for professional and general service staff run practically parallel.

38 . At the primary stage of the study, consultations with other organizations showed that even when overlap exists, the situation does not present serious problems as practical ways can be found to deal with these problems. It is the offices of personnel or human resources, that are concerned with the problems related to recruitment, career development, transfers from general service to the professional category, classification, etc. who expressed their reservations on the problem. Those who are responsible for operations and project work as well as directors, chiefs of sections and divisions, etc. have expressed the view that problems connected with overlap do not affect the normal execution of projects. However, when the Inspector sent the final draft for the comments of agencies in April 1991, the situation had changed and there is now a concern by the agencies about a clear mis-match between remuneration and level of responsibilities.

39 . The evolution of salary overlap between the two categories of staff is a matter which is being viewed with increasing concern not only in Rome, but elsewhere. The problem in Rome is a very special situation brought about, among other things, by a complex remuneration structure in that city, as fully described in the ICSC document entitled Remuneration of the General Service and Related Categories: Survey of best prevailing conditions of service in Rome (ICSC/32/R.26, 6 September 1990). In Geneva this overlap has now reached more than three levels in terms of net remuneration and four levels in terms of pensionable remuneration. Such levels of overlap are incompatible with sound management principles and make it impossible to pursue a realistic career development path from general service to professional category. The concern for the problem could, however, diminish, if not in Rome, then certainly in other duty stations. The reason for this is recent open recognition by the United States Pay Agent that the salaries of the United States civil service, the comparator under the

Noblemaire principle, are some 28 per cent behind the private sector and that steps (admittedly tiny) are to be taken, by the Executive Board of the United States Government to rectify this situation over time (10 years) (Federal Employees Pay Comparability Act of 1990). It goes without saying that had professional salaries been allowed to take their natural course, that is to say, had they been set in line with the findings of the ICSC, the degree of overlap between professional and general service salaries would have been marginal.

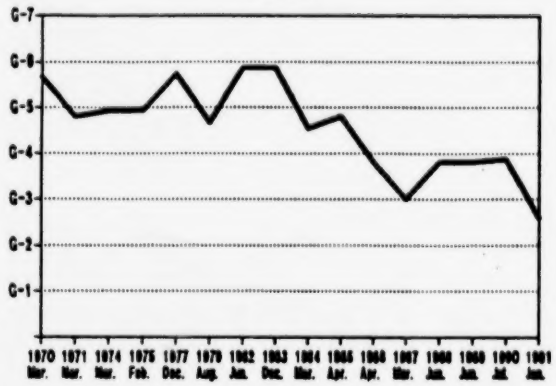
40 . The Inspector has also looked into the possibility of one grade structure as a possible solution to salary overlap. However, there has been a continuous resistance to the idea which was echoed by the Salary Review Committees in 1956 and 1972, the General Assembly and the International Civil Service Commission. One of the main reasons why a one grade structure might not be a solution to the problem of salary overlap is that it would mean the Noblemaire principle cannot be maintained without provoking a serious negative distortion of general service salaries, specially at the main Headquarters duty stations. This is because salaries for general service staff would no longer be based on the best prevailing rates of the local areas but rather on the comparator state. Any action to change the two grade structure, if decided to be necessary, will require well founded research and a new formula which could be applied fairly to the whole system worldwide.

41 . The Inspector notes with satisfaction the decision of the General Assembly of the United Nations (Resolution 45/241 (XIV) of 21 December 1990) requesting the International Civil Service Commission to consider the relativities between the terms and conditions of staff in the professional and higher categories and those in other categories. He hopes that the material contained in this report will be useful for the study by the Commission which, with the authority of its mandate, can provide measures to control a situation that has brought about a serious concern and has the potential to provoke dangerous distortion in the United Nations salary system.

Annex I

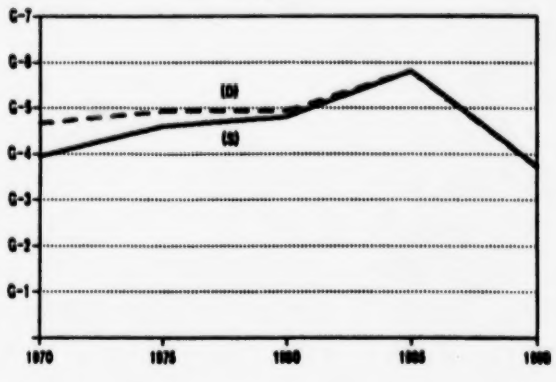
Evolution of overlap between General Service
and Professional salaries, 1970-1991

A. Rome



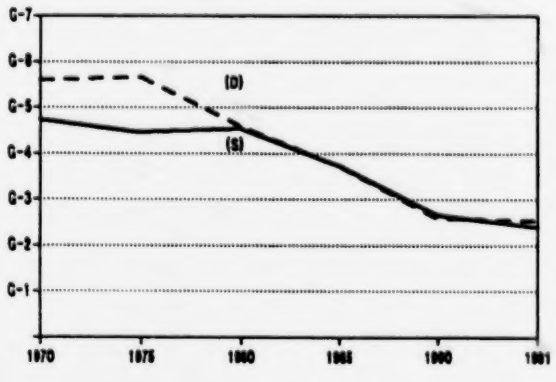
Source: FAO, Rome.

B. Paris



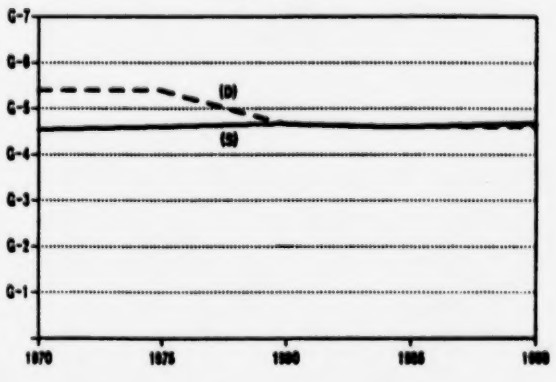
Source: UNESCO, Paris.
Note: S = Single rate, D = Dependency rate.

C. Geneva



Source: UNOG, Geneva.
Note: S = Single rate, D = Dependency rate.

D. New York



Source: UN, New York.
Note: S = Single rate, D = Dependency rate.

P1 Axis

Note: The above graphs show year by year the evolution of the general service staff salary which was equivalent to the professional staff salary at the P.1 Step I entry level in 4 major duty stations.

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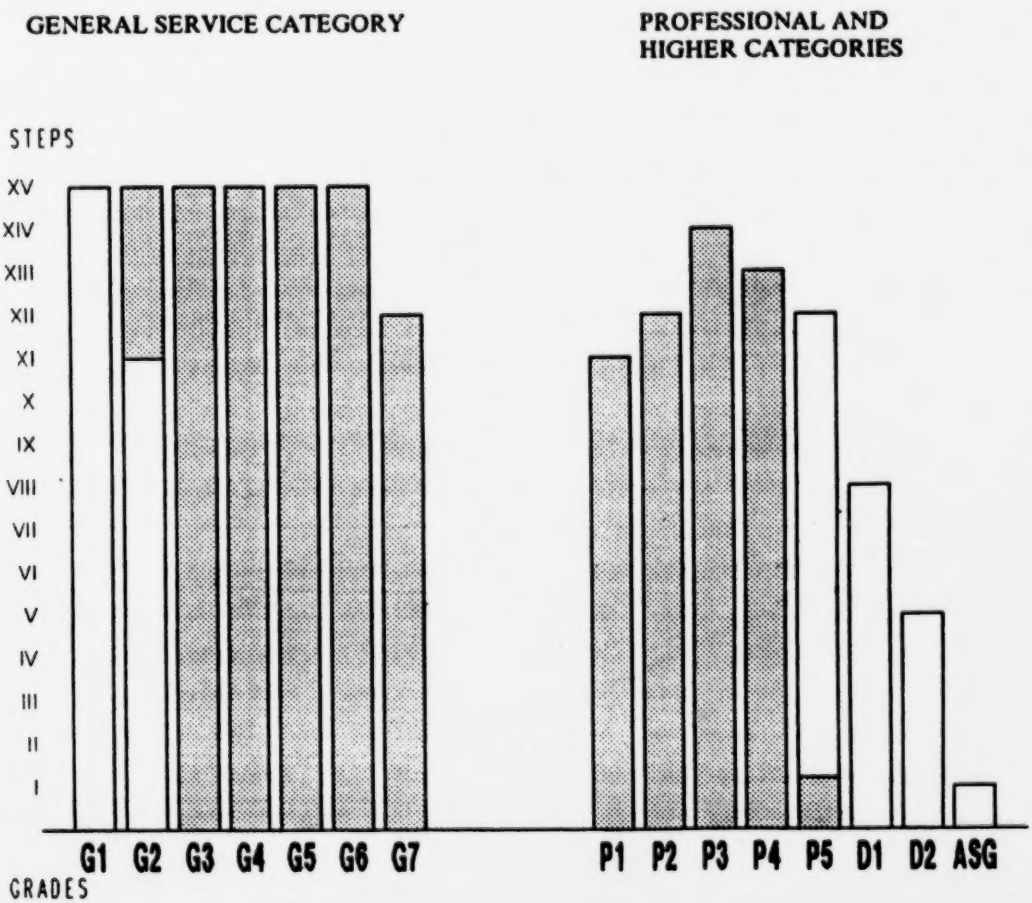
Annex II

FAO
Overlap between general service and professional salaries
(in Rome, January 1991)



Source: FAO.

Note: The shaded areas represent overlap between General Services and Professional salaries. The overlap in FAO Rome begins with G-2 Step XI overlapping with P.1 Step I and ends at G-7 Step XII overlapping with P.5 Step I. Thus, two-thirds of GS staff overlaps with the lowest professional grade, P.1 Step I, and the highest GS category, G-7 Step XI overlaps more than half of the professional categories.

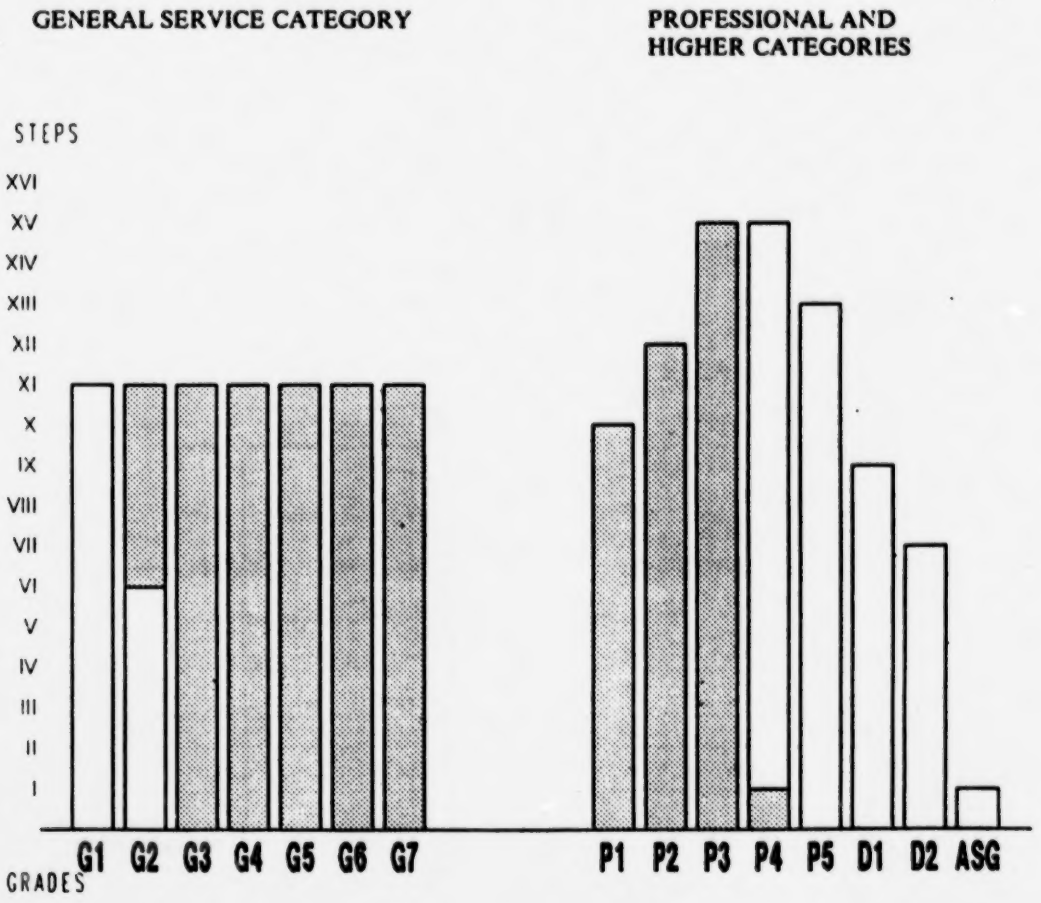
Professional salaries are founded on the Noblemaire principle which compares the salaries of international civil servants at the professional level with the most highly paid civil service of a Member State. Salaries for general service staff, on the other hand, are determined on the basis of the best prevailing rates of the local area.

GS salaries include amounts relating to the separation scheme.

Salaries are for staff without dependent.

Annex III

UNOG
Overlap between general service and professional salaries
(in Geneva, January 1991)



Source: UNOG

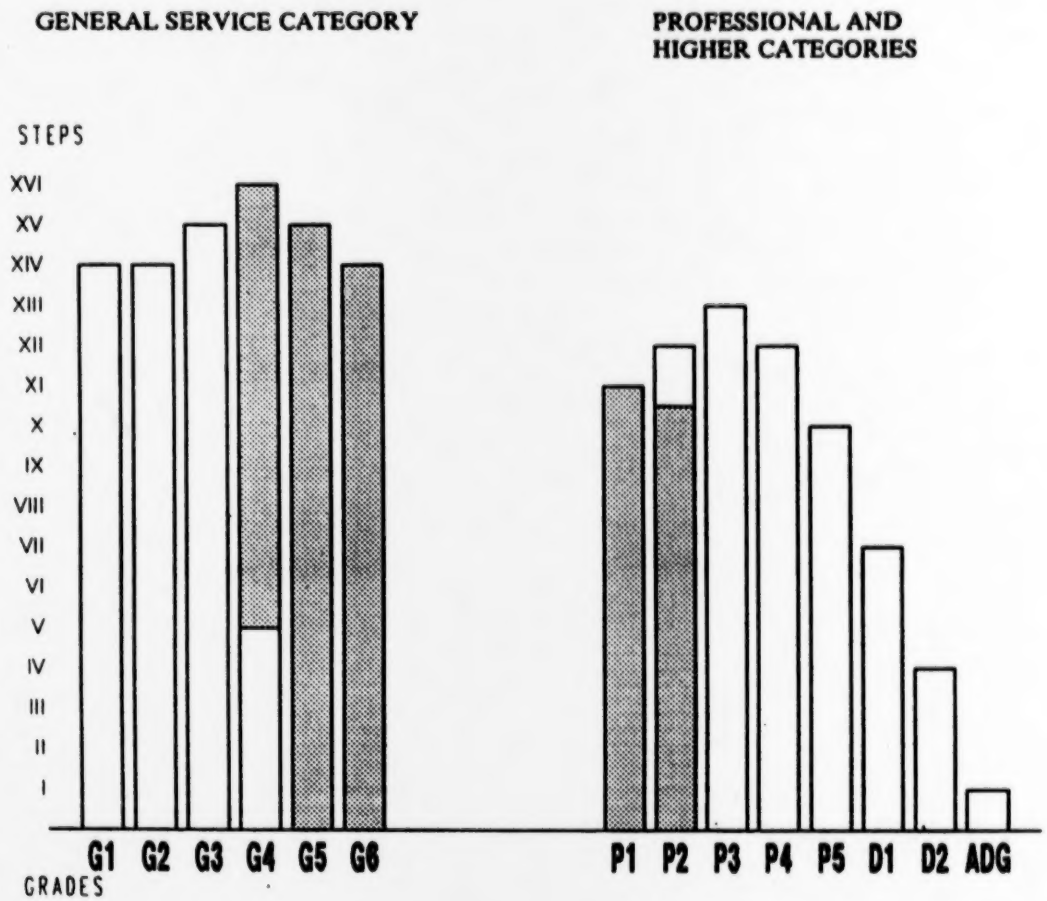
Note: The shaded areas represent overlap between general service and professional salaries. the overlap in United Nations Office in Geneva begins with G-2 Step VI overlapping with P.1 Step I and ends at G-7 Step XII, which overlaps with P.4 Step I.

Professional salaries are founded on the Noblemaire principle which compares the salaries of international civil servants at the professional level with the most highly paid civil service of a Member State. Salaries for general service staff, on the other hand, are determined on the basis of the best prevailing rates of the local area.

Comparison made on single rate at 1.27 Swiss francs per US dollar.

Annex IV

UNESCO
Overlap between general service and professional salaries
(in Paris, January 1991)



Source: UNESCO 1US$ = 5.64FF, multiplier 85.4

Note: In UNESCO the overlap begins with G-4 Step V overlapping with P.1 Step I and ends at G-6 Step XIV overlapping with P.2 Step XI. However, the overlap is not as severe as in FAO Rome or United Nations Office in Geneva.

Professional salaries are founded on the Noblemaire principle which compares the salaries of international civil servants at the professional level with the most highly paid civil service of a Member State. Salaries for general service staff, on the other hand, are determined on the basis of the best prevailing rates of the local area.

The data supplied by UNESCO related to July 1990 and therefore incorporate the 5% increase in professional salaries authorized by the General Assembly.

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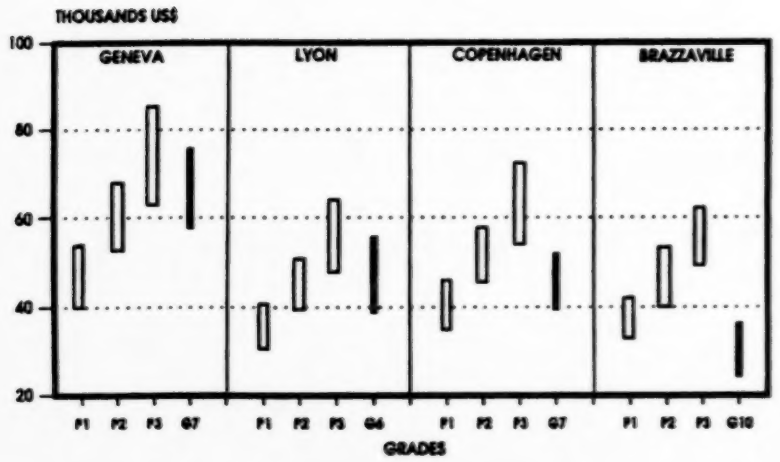
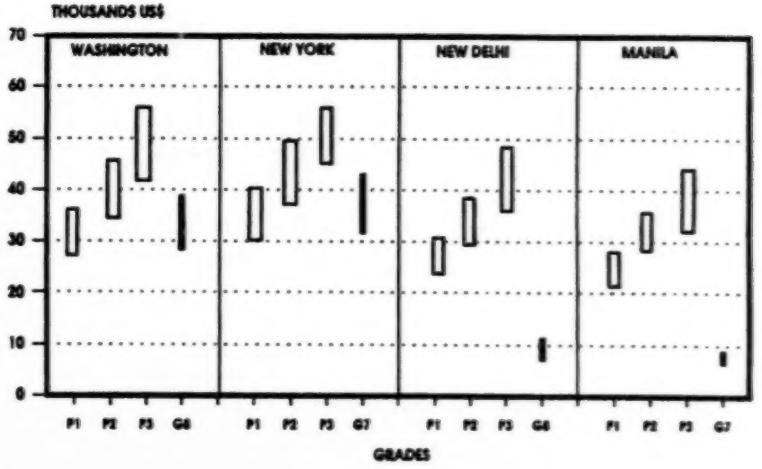
Annex V
WHO
Overlap between general service and professional salaries
(In different offices including Geneva headquarters, January 1991)





Source: WHO

Note: The white bars represent professional grades ranging from P.1 to P.3. The black areas represent Senior General Services grades in each duty station. The chart shows the tremendous variation in overlap in different duty stations. In such cities as Geneva the Senior General Service salary is higher than P.3, while in cities like Manila, it is lower than P.1. For six of the eight cities it is the same as or higher than a P.2 Step I.

Annual net salary plus P.A. for P.1, P.2, P.3 grades Step 1 and for General Service grade/Maximum step.

Professional salaries are founded on the Noblemaire principle which compares the salaries of international civil servants at the professional level with the most highly paid civil service of a Member State. Salaries for general service staff, on the other hand, are determined onthe basis of the best prevailing rates of the local area.

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ANNEX VI

FUNCTIONAL OVERLAP BETWEEN JUNIOR PROFESSIONALS AND SENIOR GENERAL SERVICE STAFF IN THE SAME OCCUPATIONAL GROUPS

1. FOOD AND AGRICULTURE ORGANIZATION (FAO)

A. OCCUPATIONAL GROUP
Junior Professional P-2
Administrative Officer
Management Support Unit

B. DUTIES AND RESPONSIBILITIES
Under the supervision of the Chief:

- Co-ordinate the preparation of the Biennial Programme of Work and Budget;

- Ensure the Division's operational expenditures are in accordance with approved programme;

- Draft and propose special measures to be taken;

- Assist GI Divisions in the preparation of the budgetary, financial plans, and with the operation of field and Headquarters' projects.

- Undertake special projects and studies of administrative procedures; process and propose appropriate recommendations;

- Oversee the preparation of periodic budgetary reports and forecasts of expenditures against available balance and the preparation of periodic travel schedules and reports of travel;

- Perform other related duties as required.

C. QUALIFICATIONS REQUIRED

University degree in Business Administration or related fields;
Three years' professional experience in the field of Administration/Budget and finance fields, preferably in the international, national, governmental or other large organizations; Working knowledge (Level C) of English, French and Spanish.

Ability to plan, organize and develop effective working policies, procedures and relations. Sound knowledge of budgetary and financial procedures. Knowledge of office management. Initiative and high sense of responsibility. Ability to draft financial plans and keep financial and budget records. Ability to work effectively with staff members of different nationalities. Willingness to use word-processing.

Source: FAO.

A. OCCUPATIONAL GROUP
Senior General Service, GS-7
Administrative Assistant
Programme and Budget

B. DUTIES AND RESPONSIBILITIES
Under the general supervision of the Executive Office:
- Initiates and outlines the administrative transactions of the Division including budget, finance, procurement personnel administration contacts and general administrative services of FAO representation;
- Prepares the budgetary input with P.W.B. of major Programme 3.4. Reviews the budgets of individual FAO representatives for approval by Executive;
- Prepares budgetary reports for the programmes;
- Prepares analytical expenditure reports of FAO Representative's programme;
- In close conjunction with responsible officers, prepares project documents;
- Supervise review of accounting transactions;
- Supervise correct application of programmes related to procurement of equipment and supplies;
-Evaluates and develops revised procedures in budgeting, accounting, personnel and general office management;
- Provides training on the various aspects of administrative procedures;
- Performs other related duties as required.

C. QUALIFICATIONS REQUIRED

- Secondary school education (supplemented by courses in accounting or bookkeeping);
- Six years of clerical experience in administrative, accounting, budget and finance or personnel work, including two years at the G6 level;
- Working knowledge (level C) of English;
- Knowledge of FAO administrative procedures and practices; ability to express ideas clearly and concisely both orally and in writing; ability to plan and supervise the work of others; interest in and willingness to use word processing/computer equipment; ability to establish and maintain effective working relationships with people of different national and cultural backgrounds.

No. of posts supervised: 2 G-6 - Administrative Assistant; 2 G-5 Administrative Clerk; 2 G-2/3 - Administrative Clerk.

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2. WORLD HEALTH ORGANIZATION (WHO)

A. OCCUPATIONAL GROUP
Junior Professional P-2
Budget Officer

B. DUTIES AND RESPONSIBILITIES
Under the guidance of a Senior Budget Officer is responsible for a given area on budgetary preparation, implementation and control of work.

- Review and check budget submission received from Programme Managers Budget Officers and regions;

- Follow up on actions generated from the approval of the estimates by the Director-General;

- Assist in the preparation of statements for inclusion in the budget estimates;

- Assist in the preparation of tabular material for the Biennial Programme Budget;

- Assist in the implementation of the budget operating and control system;

- Prepare Allotment Notifications; monitor authorized positions; check daily batch control and allocations; prepare analysis of status of allotments; monitor budget performance pattern; prepare cost estimates; prepare and consolidate monitoring statements; maintain files for allotments;

- Perform other related duties as required.

C. QUALIFICATIONS REQUIRED
Graduation from a university or commercial school of recognized standing with good knowledge of accounting practices and specialized training in Business Administration or Accounting.

At least three years experience in Budget and/or Accounts at either national or international level.

Excellent spoken and written English and knowledge of French.

The incumbent is required to have experience in the preparation of cost estimates and in accounting work. He/she will need to plan his/her activities in order to be able to carry out his/her assignment with a minimum of supervision. He/she should also be fully conversant with data processing operations for application in budget work.

Specialized in Budget Control and Administration.

Source: WHO.

A. OCCUPATIONAL GROUP
Senior General Service G-7
Assistant (budget)

B. DUTIES AND RESPONSIBILITIES
- Assist Budget Officers responsible for one major area of budget estimates and control;

- Checks and clears routine obligating documents;

- Prepares cost estimates; issuance/revisions of allotment notifications; checks the related batches control;

- Maintains files for allotments, related correspondence;

- Checks and clears routine "Personnel Requisitions", forms and assists in the monitoring of "authorized Position Lists" files. Checks and clears routine requests for overtime and overtime reports and assists in analyzing monthly payroll reports;

- Monitors budget performance identifies and reports discrepancies;

- Assists in the preparation of statements for inclusion in the Budget Estimates;

- Assists in the reviewing and checking of budget submission forms;

- Operates the computer terminal;

- Reconciles daily entries with control totals;

- Checks the accuracy of documentation issued by Budget;
- Performs other related duties as required.

C. QUALIFICATIONS REQUIRED
Equivalent to graduation from a secondary or commercial school; training in business Administration or Accounting.
Considerable experience in accounting and/or budget preparation and control in the international and/or large scale operation (private or governmental).
Familiarity with WHO Administrative and Programme Policies and Advantages.
Excellent knowledge of English or French and a working knowledge of the other.

Personal qualities: methodical, disciplined and accurate. Ability to work under pressure.
Ability to work harmoniously with staff members of other nationalities.

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3. UNITED NATIONS OFFICE AT GENEVA (UNOG)

A. OCCUPATIONAL GROUP
Junior Professional P-2
Population Affairs Officer

B. DUTIES AND RESPONSIBILITIES

Undertake research and draft reports on economic demographic trends, particularly labour force structure and its employment policy, as well as other questions that are of concern to the Member States of the Economic Commission for Europe.

C. QUALIFICATIONS REQUIRED

University degree in economics in general and with particular emphasis on labour market and demographic problems.

Three to five years experience in the field of economics in general and with particular emphasis on labour market and demographic problems.

Fluency in English, French or Spanish desirable.

Source: UNOG.

A. OCCUPATIONAL GROUP
General Service G-6
Assistant II (Population)

B. DUTIES AND RESPONSIBILITIES

- Basic research in respect of studies/research projects planned by Head of Population;

- Carries out library research and compiles the necessary statistical data; transforms the data into standard formats for all countries;

- Summarizes findings of tables and graphs and submits to Population Affairs Officer;

- Prepares graphs and charts to illustrate final findings, and prepares preliminary draft of contributions to reports;

- Reviews articles in national demographic publications;

- Designs graphic illustrations for presentation in publications;

- Drafts questionnaires or "dummy" tables to be sent to Government Statistical Offices;

- Reviews population literature and summaries;

- Obtains data by drafting questionnaires for despatch to national demographic institutions or by contacting national representatives.

C. QUALIFICATIONS REQUIRED

Certificate of completion of secondary education and two years of specialization.

Five to six years of experience, one year adaptation.

Fluency in English and French. Third European language advantageous.

4. INTERNATIONAL LABOUR ORGANIZATION (ILO)

A. OCCUPATIONAL GROUP
Junior Professional P-2
Statistician

B. DUTIES AND RESPONSIBILITIES

Research, collect, compile and analyze statistical data and the descriptions of methods concepts and definitions relating to the data in specified fields from a variety of sources for dissemination to users. The responsibilities of the job require that the incumbent:

- Research, collect, compile and analyze statistical data;

- Maintain a data-base and oversee the input by statistical support staff;

- Train and guide the work of statistical support staff;

- Monitor country practices and perform analysis for inclusion in methodological technical studies;

- prepare draft technical reports;

- Respond to inquiries from users concerning the information disseminated and the availability of data.

C. QUALIFICATIONS AND RESPONSIBILITIES

A level of theoretical knowledge equivalent to that obtained through a first university degree in the fields of statistics, mathematics or economics or other related disciplines. Knowledge of computer science and its application to statistical work.

A minimum of one to five years experience at the national or one to two years at the international level in the collection, compilation and analysis of statistical data, normally applied through computer processing.

Proficiency in one working language of the Organizaion.

Source: ILO.

A. OCCUPATIONAL GROUP
General Service G-6
Statistical Clerk

B. DUTIES AND RESPONSIBILITIES
Contribution to Yearbook and Bulletin:

- Screen and search through national statistical publications; analyze ILO annual questionnaire; elect relevant series, collect, adjust and perform quality control; establish series for inclusion in the ILO computer data base on labour statistics; revise series and prepare letters requesting numerical and methodological information; make proposals for revision of the St. 125; keep abreast of developments in labour statistics, survey methodology, concepts and definitions.

- Conceptualize, design and formulate methodological questionnaires;

- Identify, analyze and interpret country practices based on filled questionnairs and available national documentation;

- Prepare and edit methodological descriptions for relevant series published in Yearbook.

- Responsible for implementation of the SM project;

- Contact and ensure collaboration with edition;
- Press Release - write computer programmes; analyze resulting data and prepare reports;

- Miscellaneous activities.

C. QUALIFICATIONS REQUIRED

Completed secondary education. Some advanced training required.

Two to five years experience in numerical data handling and analysis, computer data bases, statistical concepts.

Skills used on the job:

Survey methodology, national labour statistics concepts, and definitions, computer applications.

Language Requirement: English, French, Spanish. (non-official language, e.g. Italian, Portuguese, Dutch, German, etc.).

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5. UNITED NATIONS EDUCATIONAL SCIENTIFIC AND CULTURAL ORGANIZATION (UNESCO)

A. OCCUPATIONAL GROUP
Junior Professional P-1/P-2
Assistant Specialist for Programme of Educational Policy and Planning

B. DUTIES AND RESPONSIBILITIES
Under the direction of the Director of the Division and the supervision of the Chief of the Educational Assistant, Specialist for Administration and Management Section, the incumbent will:

1. Assist in the preparatin and maintenance of a technical information system adequate to support UNESCO's ability to keep up-to-date, to provide advisory services and support training activities in Educational Administration and Management. This will be done in co-operation with UNESCO Documentation Centres (EPP, IBE, IIEP, ED/UCE, Library, etc.) making maximum use of the services offered by each. This function will consist of:

- Ordering documentation material as required;
- Assisting in the preparation and updating of the thesaurus on Educational Administration and Management;

- Assisting with the preparation and revision of a selected bibliography on educational administration and management;
- In co-operation with ADS/SID and/or IBE, indexing printed and audiovisual material for enabling organization by computer and catalogues;
- Maintaining liaison with institutions outside UNESCO which hold material of interest to our programme;

2. Maintain the section's communication link with the Regional Offices and assist with the translation of documents and with correspondence in Spanish;

3. Assist the Chief of Section as required in any task related to the work of the Section.

C. QUALIFICATIONS AND EXPERIENCE

a) University degree in Education;
b) Five years of experience in the area of information and training of personnel in the improvement of education administration at the international level, and more than 10 years at the national level;
c) Thorough knowledge of French, English and Spanish.

Source: UNESCO.

A. OCCUPATIONAL GROUP

Senior General Service GS-6
Chief Clerk of Educational Policy Planning

B. DUTIES AND RESPONSIBILITIES

Under the authority of the Director of the Division and the supervision of the Chief of Section for Education Policy and Strategies, the incumbent will:

- Participate in the implementation of activities, regarding the democratization of education, particularly as regards the co-ordination of policies for curriculum education and extra curriculum education;

- Contribute to the formulation and preparation of technical documents concerned with education policies and strategies, including their dissemination, contribute also to the preparation of bibliographies and inventories of institutions in the above mentioned areas;

- Analyze in co-operation with other specialists of the section, technical information on new development in educational policies and strategies particularly as regards Latin America;

- Contribute to the preparation of missions and other support activities for Member States in the improvement of educational policies and strategies, at the level of information, training and research;

- Participate in technical support activities for projects and operational programmes, notably in Latin America and ensure the co-ordination of the activities of the Division in Latin America;

- Perform any other activities that would be assigned to him in his area of competence by the Director of the Division or the Chief of Section.

C. QUALIFICATIONS AND EXPERIENCE

Secondary education or equivalent;
Substantial experience in documentation and library work;
Good understanding of computer applications in documentation and library work;
Excellent knowledge of Spanish and French or English and good knowledge of the other language.
Good ability to draft in Spanish;
Ability to organize independant methods of work and to operate in a team environment without close supervision

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